

Enhancing Governance: A Framework Approach**Shamsa Al Hoqani¹**

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ABSTRACT

Purpose: This study investigates the evolving domain of government governance, aiming to bridge theoretical constructs with their practical application in the field. It addresses a significant gap in the literature by developing a comprehensive framework intended to enhance government governance with a focus on practical utility for practitioners.

Design/Methodology/Approach: Employing methodological triangulation, the research initiates with a systematic literature review to establish a foundational understanding of the existing theories and models. This is followed by a thematic analysis to identify and elaborate on the key dimensions of government governance. The study concludes with an expert validation process to ensure the relevance and applicability of the proposed framework.

Findings: The research identifies five critical dimensions of an effective governance framework: institutional framework and capacity; governance strategies and execution; transparency and ethics; technological integration and innovation; and analytical and fiscal management. These dimensions are synthesized into a holistic approach that addresses modern governance challenges, effectively aligning strategic objectives with operational capabilities.

Practical Implications: The findings introduce an innovative framework that extends beyond traditional academic models, offering pragmatic solutions to real-world governance challenges. This research serves as a practical guide for government officials and practitioners seeking to apply theoretical principles effectively within their governance practices.

Originality/Value: This study makes a significant contribution to the field of government governance by merging theoretical insights with practical applications. It fills a vital gap in existing literature, providing a new perspective on aligning theoretical principles with real-world governance needs and serves as a foundational resource for both future research and practical implementation in the field.

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Introduction

The scholarly exploration of government governance is a dynamically evolving domain, characterized by a rich tapestry of theoretical frameworks and empirical studies (Duit & Galaz, 2008; Xue et al., 2023; Zhang et al., 2024). As delineated in Section Two, Segment One of this discourse, prior research has profoundly engaged with theoretical models including, but not limited to, the Principal Agent Theory (Miller, 2005), Network Governance (Provan & Kenis, 2008), and Public Value Theory (Moore, 1995). A key criticism of these theories is that many are not easily applied in real-world situations, particularly for practitioners who might find it difficult to use these theories as direct guides in their work (Tian et al., 2024).

These foundational studies have been crucial in developing a complex theoretical understanding of how governance works. As a result, researchers believe they are essential for academic research and creating policy frameworks (Brooks & Cullinane, 2006; Capano et al., 2015; Davis et al., 1997). However, when this study look at the study by Brooks and Cullinane (2006) it becomes clear that the theories they discuss might not be very useful for people who actually work in government or manage ports. Their research identifies different ways governments can manage ports, but it also points out that these methods are not very effective. They suggest that more research is needed to improve governance. Despite these valuable findings, there is a significant gap in literature when it comes to turning these theoretical ideas into practical strategies, as noted by (Janssen & Helbig, 2018; O'Flynn, 2007). In other words, while these studies are valuable for academics, they may not provide practical guidance for practitioners.

In the contemporary era, technology and artificial intelligence have become integral components of government governance. Governments are increasingly reliant on modern technology to address the evolving needs of society (Höchtl et al., 2016). However, it is noteworthy that in numerous countries, particularly those in poor and developing regions, the utilization of outdated technological infrastructure persists (Chanchangi et al., 2023; Gupta et al., 2024; Shenkoya, 2023). Traditional governance methods reliant on manual labor have been associated with issues such as

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corruption, protracted administrative procedures, and a range of socio-economic and political challenges, thereby compounding the overall economic inefficiency (Laajaj et al., 2023). Consequently, nations that continue to employ archaic technology find themselves lagging their counterparts who have embraced contemporary technological advancements (Cross, 2024).

It is evident that there is an imperative need for the development of a comprehensive framework aimed at facilitating technological integration and innovation within government practice (Bibri et al., 2024; Gupta et al., 2024). Such a framework would harness the capabilities offered by modern technology and facilitate its seamless integration into governance processes, thereby enhancing efficiency and effectiveness. This, in turn, would enable practitioners to bridge the technological divide and align their practices with the prevailing global standards and advancements in the field of governance (Bibri et al., 2024).

This study addresses a significant gap in the existing literature by presenting a comprehensive framework (Figure 2) designed to enhance government governance. The framework encompasses five pivotal dimensions, namely institutional framework and capacity, governance strategies and execution, transparency and ethics, analytical and fiscal management, and technological integration and innovation. Within the context of technological integration and innovation, the framework strongly advocates for the adoption of contemporary technologies, such as artificial intelligence, with the goal of improving and optimizing government governance processes. This approach directly addresses the pressing needs of practitioners and policymakers in the governance arena. Notably, in stark contrast to prevailing models primarily tailored for academic and theoretical discussions, the framework proposed in this study is meticulously crafted to align with the exigencies of real-world governance, thereby offering practical applicability and relevance.

Central to this scholarly endeavor is the research question: *"What constructs are essential to establish a comprehensive framework for enhancing government governance that can function as a robust guide for practitioners?"* This pivotal query seeks to forge a symbiotic nexus between theoretical tenets and their pragmatic enactment within governance systems, thereby addressing a critical gap in the existing body of knowledge.

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Methodologically, this investigation is anchored in a systematic literature review, congruent with the methodological rigors prescribed in the Cochrane Handbook (Cumpston et al., 2022). This was succeeded by a meticulous thematic analysis, as per Braun and Clarke (2006), and culminated in a rigorous process of expert validation (Rosenfield, 1992). Such a methodological framework ensures not only the empirical robustness and lucidity of our findings but also affirms their contemporaneous relevance and applicability in the ever-evolving landscape of governance.

So, this study constitutes a seminal advancement in the field of government governance. By adeptly bridging the extant schism between theoretical postulations and practical enactment, it makes an unparalleled contribution that portends significant enhancements in the efficacy and efficiency of governance practices. This harmonious interplay of theoretical acumen with practical applicability lies at the heart of this research, thus positioning it as an indispensable resource for both the academic fraternity and practitioners within the broad spectrum of government governance.

2. Literature Review

In this comprehensive analysis of government governance, we first investigate theoretical models to understand effective governance principles. Secondly, we examine real-world case studies to assess the practical application of these constructs. Thirdly, the study conducts a comparative analysis, juxtaposing various constructs to highlight their strengths and weaknesses. Fourthly, we trace the historical evolution of these constructs, providing valuable context. Fifthly, the study critically assesses these constructs for gaps and potential improvements. Finally, the section concludes by summarizing key insights and discussing their implications for developing a robust governance framework, thereby connecting back to the overarching research question, and setting a direction for future research.

2.1. Theoretical Models in Government Governance

The scholarly investigation of theoretical models in government governance constitutes a pivotal element in augmenting the efficacy of public administration (Rosenbloom et al., 2022). The academic realm has illuminated various mechanisms and foundational principles that delineate *Enhancing Governance: A Framework Approach* By Shamsa and Yasmeen

efficacious governance practices, thereby presenting a spectrum of perspectives and methodologies for the comprehension and administration of public governance (Ahn & Chen, 2022; Campbell, 2021).

Central to this academic discourse is the Principal Agent Theory, which delves into the dynamics among key governance actors, encompassing politicians, bureaucrats, and the citizenry (Hu et al., 2023). This theoretical construct primarily concentrates on the delegation dynamics, wherein elected officials (the principals) entrust tasks to bureaucrats (the agents) (Greenstone et al., 2022). It scrutinizes the challenges inherent in ensuring that agents act congruently with the principals' interests, especially in contexts marked by information asymmetry and divergent objectives (Miller, 2005). This theory has been instrumental in elucidating the complexities of accountability and alignment of interests within the governance framework (Greenstone et al., 2022).

Concurrently, the New Public Management (NPM) model has emerged as a significant paradigm, advocating a reformative stance towards perceived inefficiencies in traditional public administration modalities (Munzhedzi, 2021; Ross et al., 2023). The NPM model posits the integration of private sector management practices into the public sector domain, emphasizing core principles such as efficiency, performance evaluation, and a customer-centric approach (Hood, 1991). This model has been influential in reshaping public sector management strategies, propelling a shift towards more businesslike and performance-oriented practices (McMullin, 2021).

Despite its widespread adoption and influence, the New Public Management model has not been without its detractors. Critics have raised concerns regarding the potential erosion of quintessential public sector values, including equity, accountability, and the commitment to social justice (Bouckaert, 2004). The tension between the efficiency-driven objectives of NPM and the traditional ethos of public service encapsulates a critical debate within the field of public administration. This discourse reflects the ongoing evolution and complex nature of theoretical models in government governance, underscoring the need for continuous scholarly examination and dialogue (Rights, 2007).

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Endorsed by international entities like the United Nations and the World Bank, the Good Governance framework is seminal in this discourse. It underscores the principles of accountability, transparency, responsiveness, and inclusiveness (Grindle, 2011; Rights, 2007). The emphasis on democratic institutions, effective legal frameworks, and participatory decision-making positions this model at the forefront of sustainable development. Hence, literature often grapples with operationalizing these abstract principles into concrete governance strategies, leaving a gap in understanding how these ideals translate into practical governance (Grindle, 2011).

Accountability is a cornerstone of Good Governance. It refers to the obligation of government officials and institutions to be answerable for their actions and decisions. This involves clear mechanisms for oversight and control, ensuring that public officials are held responsible for their performance or lack thereof (Bovens, 2007). Accountability extends beyond just governmental bodies to all stakeholders involved in governance, including private sector entities and civil society organizations. Transparency is closely linked with accountability and is fundamental to Good Governance. It involves open access to information about governmental activities, decision-making processes, and policy implementations (Grigorescu, 2003). This transparency allows citizens and other stakeholders to have a clear understanding of how decisions are made and how public resources are allocated and managed. It is a crucial element in building trust between the government and the public and in preventing corruption and mismanagement (Islam, 2002).

Responsiveness is a principle that refers to the ability and willingness of governments to serve the needs of their citizens. A responsive government is one that listens to its constituents and adapts its policies and services to meet their needs and concerns (Bibri et al., 2024). Responsiveness is crucial in ensuring that governance is not only top-down but also reflective of the aspirations and requirements of the broader population (Thomas, 1997). Inclusiveness ensures that all groups, particularly marginalized and underrepresented communities, have a voice in the governance process. This involves creating opportunities for participation in decision-making at all levels and ensuring that diverse perspectives are considered in policy formulation and implementation (Young, 2000). Inclusiveness is key to achieving equity and social justice in governance. Democratic Institutions in Good Governance emphasizes the role of robust democratic institutions,

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including legislatures, judiciaries, and electoral bodies. These institutions are essential in upholding the rule of law, ensuring fair and free elections, and providing checks and balances in the governance process (O'donnell, 2004).

Effective Legal Frameworks is the establishment and enforcement of clear, fair, and just legal frameworks that are essential for Good Governance. These frameworks provide the basis for regulating the actions of both the government and private individuals, ensuring that rights are protected, and responsibilities are clearly defined (Tamanaha, 2004). Participatory Decision Making in Good Governance promotes the active participation of citizens and other stakeholders in the governance process. This participation can take various forms, from public consultations and community meetings to more formal mechanisms like referendums or citizen advisory boards. Participatory decision-making ensures that governance is not only conducted for the people but also by and with the people (Fung, 2006).

Network Governance Model shifts focus from traditional hierarchical structures to networks, collaborations, and partnerships among diverse stakeholders, including government bodies, private sectors, and civil societies. It is particularly pertinent in addressing multifaceted policy issues, recognizing the limitations of conventional governance structures. However, literature exploring its practical challenges, especially in terms of power dynamics and resource allocation among different stakeholders, remains underexplored (Provan & Kenis, 2008). Stewardship theory positions public servants as stewards of public resources and welfare, advocating a service-oriented ethos. This perspective is grounded in ethical values and a commitment to the public interest. It challenges the traditional bureaucratic approach by focusing on a sense of duty to the community. However, the literature often lacks a comprehensive exploration of how stewardship can be systematically integrated into public administration practices, particularly in diverse and complex governance contexts (Donaldson & Davis, 1991).

The exploration of additional theoretical models in the realm of government governance reveals a multifaceted approach to public administration, each contributing unique insights into the effective management and enhancement of governance practices. The Collaborative Governance framework emphasizes the importance of cooperative efforts across diverse sectors, including public, private, *Enhancing Governance: A Framework Approach By Shamsa and Yasmeen*

and nonprofit organizations, in achieving common goals (Rinfret, 2024). Central to this approach is the role of trust and shared understanding among various stakeholders, highlighting the necessity for joint decision-making processes. This model is particularly relevant in scenarios where complex issues require a collective response, suggesting that through collaboration, diverse entities can leverage their unique strengths and resources for more comprehensive and sustainable outcomes (Ansell & Gash, 2008).

The Adaptive Governance model in environmental and resource management is a key approach in today's rapidly changing world. It emphasizes the necessity for governance structures to be flexible, continuously learn, and respond effectively in environments characterized by uncertainty and rapid change (Benington & Moore, 2010; Chaffin et al., 2014). This model advocates for a dynamic governance approach that can adapt to new information and evolving circumstances. It highlights the importance of developing governance processes that are robust, resilient, and responsive, which is crucial for effectively managing environmental challenges and resources in an era of global environmental change (Folke et al., 2005).

Public Value Theory, introduced by Mark Moore, represents a significant paradigm shift in the perspective of public sector management (Moore, 1995). This theory extends the focus beyond traditional performance metrics, urging public managers to consider the broader societal impact of their decisions. According to Moore, public organizations should not only strive for efficiency in service delivery but also aim to create public value. This involves a deeper engagement with citizens, understanding their values and aspirations, and incorporating these into the strategic management of public organizations (Benington & Moore, 2010). The theory encourages a holistic view of public administration, aligning organizational goals with societal values and needs, which is particularly relevant in the context of environmental governance where societal values and environmental stewardship are increasingly intertwined.

Institutional Theory provides a holistic approach to understanding governance. It extends beyond the conception of institutions as mere formal structures to include routines, practices, and conventions that collectively guide behavior (Scott, 2013). This theory underscores the significance of the institutional context in shaping administrative actions, asserting the necessity

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to comprehend these contexts for driving effective governance (Meyer & Rowan, 1977). It suggests that the institutional environment plays a crucial role in influencing how public sector organizations function and make decisions. Public Choice Theory applies an economic perspective to the analysis of government governance (Mulyani & Basrowi, 2024). Contrary to the traditional view of public servants as purely altruistic, this theory posits that like their private sector counterparts, public sector individuals are influenced by self-interest, market principles, and economic behaviors (Buchanan & Tullock, 1965). It examines the implications of these motivations on public policy and decision making, challenging the conventional altruistic perception of public service and suggesting a more complex interplay of incentives and constraints (Mueller, 2003). Complexity Theory addresses the inherently intricate nature of governmental systems. Recognizing that governments operate in environments marked by unpredictability, interdependence, and nonlinear relationships, this theory advocates for adaptive governance strategies (Urry, 2008). Complexity Theory posits that effective governance requires a nuanced understanding of these complex dynamics and the ability to respond flexibly to changing circumstances and emergent issues (Kauffman, 1993).

Democratic governance models, emphasizing the role of democracy in effective governance, focus on citizen participation, transparency, and accountability. These models advocate for the active engagement of citizens in the governance process, asserting that government actions should reflect the will and needs of the populace (Grindle, 2011; Portelli & Konecny, 2013). Democratic governance is characterized by its emphasis on inclusivity and representativeness in decision-making processes. Public Ethics and Governance, dealing with the ethical dimensions of governance, examines the moral principles and values guiding public officials and the governance process. Central to this model are issues of integrity, accountability, and public trust, advocating for ethical frameworks to guide decision-making and behavior in the public sector (Cooper, 2012; Frederickson, 1997). This approach underscores the importance of ethical standards in ensuring effective and just governance. With the advent of digital technologies, Digital Governance has emerged as a critical area of study. This model explores how digital technologies are transforming government operations and interactions with citizens. It encompasses e-governance initiatives, the use of big data in policymaking, and the challenges and opportunities of digital engagement with

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the public (Dunleavy et al., 2006; Fountain, 2004). Digital Governance emphasizes the need for governments to adapt to technological advancements to enhance service delivery and citizen engagement.

Feminist and Intersectional Governance models offer a critical perspective on the influence of governance structures and policies on different genders and marginalized groups. These models advocate for inclusive governance practices, emphasizing the importance of recognizing and addressing the diverse needs and experiences of all societal segments, particularly those traditionally underrepresented (Fraser, 2014; Keohane & Nye, 2003; Young, 2000). Feminist and intersectional theories underscore the necessity of integrating gender and minority perspectives into governance to ensure equity and justice. Global governance models are paramount in comprehending the interactions of governments on the international stage. These models delve into issues of international law, multinational cooperation, and the role of supranational organizations in shaping global policies and practices (Held & McGrew, 2007). Global governance frameworks help understand how national policies align with international norms and agreements, addressing challenges in global cooperation and policy implementation.

Each of these theoretical models offers unique insights into the multifaceted nature of government governance. They underscore the complexity, challenges, and opportunities inherent in public administration, providing valuable frameworks for understanding and improving governance practices. By examining these diverse models, a more holistic and nuanced comprehension of effective governance emerges, contributing significantly to the field of public administration and policy.

2.2. Practical Applications

This section discusses enhancing government governance, write literature review on case studies and real-world true examples where specific constructs have been implemented. This should provide a grounded understanding of how these constructs function in actual governance scenarios, allowing us to assess their effectiveness and identify potential challenges. In exploring the practical

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applications of theoretical constructs in government governance, a review of case studies and real-world examples reveals how these concepts function in actual governance scenarios, allowing for an assessment of their effectiveness and the identification of challenges.

The implementation of the Principal Agent Theory in the context of U.S. Federal agencies and Congress, as explored in studies by Waterman and Meier (1998), illustrates the complexities of delegation and accountability in public administration. This theoretical framework sheds light on the use of oversight mechanisms like congressional hearings and audits to ensure agency compliance with legislative intentions. However, challenges such as bureaucratic resistance and information asymmetry, as discussed by Huber and Shipan (2002), complicate this model, highlighting the intricacies and potential pitfalls of this governance approach. In the United Kingdom, the adoption of New Public Management (NPM) during Margaret Thatcher's tenure marked a pivotal transformation in public sector administration. Hood and Dixon (2015) analysis of NPM in the UK points to increased efficiency in some sectors due to privatization and performance measurement. However, this approach has faced criticism for potentially compromising public sector values, such as equity and social justice, as discussed by Pollitt and Bouckaert (2004). This case study reveals the delicate balance between efficiency and the maintenance of core public values in governance reforms.

In Rwanda, the focus on good governance post genocide, particularly through the Imihigo performance contracts, demonstrates a significant transformation in governance practices. As Booth and Golooba-Mutebi (2012) note, these measures have notably improved public service delivery and transparency. However, the Rwandan model also raises critical issues about the balance between effective governance and democratic principles. Beswick (2010) points out the authoritarian aspects of the government, indicating that while the governance initiatives have yielded positive results in terms of efficiency and effectiveness, they may also pose risks to democratic processes and civil liberties. This case exemplifies the complex tradeoff between strong, centralized governance and the preservation of democratic norms.

The European Union's network governance structure represents another unique model. As analyzed by Börzel (2010), this system, characterized by a complex interplay among member

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states, institutions, and various actors, is effective in facilitating multilevel cooperation. However, the EU model also faces significant challenges, particularly in decision-making efficiency and democratic accountability, as highlighted by Scharpf (1999). This situation underscores the difficulties inherent in managing a supranational network governance system, where ensuring coherent policy implementation across diverse member states while maintaining democratic legitimacy is a constant challenge.

In the context of environmental management, particularly concerning climate change, the adaptive governance approach, as exemplified by the Netherlands' strategies for managing rising sea levels, offers valuable insights. Folke et al. (2005) illustrates how this approach enables more resilient and sustainable environmental management, allowing for flexibility in response to environmental changes and uncertainties. However, they also emphasize that adaptive governance requires continuous adaptation and effective resource allocation, highlighting the dynamic and resource intensive nature of this governance style. This case study reveals the importance of adaptability and resilience in governance, particularly in response to environmental challenges and climate change.

These diverse cases collectively suggest that while innovative governance models can lead to significant improvements in public administration and policy implementation, they also bring unique challenges (Bianchi et al., 2021). The balance between efficiency, effectiveness, democratic accountability, and adaptability is a recurring theme, indicating the complexity of governance in various contexts. Each model presents a different approach to addressing these challenges, offering valuable lessons for policymakers and public administrators (Farazmand, 2023). Collectively, these cases and analyses from diverse contexts illustrate the multifaceted and often complex nature of governance (Mergel, 2021). They demonstrate the importance of considering a range of factors, including efficiency, equity, accountability, adaptability, and the specific institutional and political contexts in which these governance models operate.

The Australian Broadcasting Corporation (ABC) exemplifies the implementation of Public Value Theory in public broadcasting. By prioritizing programming that delivers cultural and educational value, the ABC showcases how public broadcasting can significantly contribute to society.

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Cunningham and Turnbull (2020) elucidate this role, emphasizing the importance of such content in enriching public discourse and cultural understanding. However, this approach is not without its challenges. As Quesenberry (2020) explores, balancing the delivery of public value with political pressures and funding constraints presents a significant hurdle. This case study reveals the delicate act of maintaining content quality and societal relevance in public broadcasting while navigating the often-complex terrain of political influence and financial limitations.

Estonia's initiatives in digital governance, particularly the introduction of presidency and digital public services, offer a pioneering model in the use of technology in governance. Kattel and Mergel (2019) analyze these initiatives, highlighting their effectiveness in enhancing government efficiency and citizen engagement. Estonia's digital governance model is a leading example of how technology can revolutionize the interaction between government and citizens. This model has significantly streamlined administrative processes, enhanced access to government services, and fostered a more engaged citizenry by leveraging advanced digital technologies (Nielsen, 2017). However, this advancement in digital governance also brings forth challenges, particularly in the realms of digital security and privacy. The Estonian experience emphasizes the necessity of implementing robust measures to protect data and maintain trust in digital systems, which is critical in an era where cyber threats and data breaches are increasingly common (Parycek et al., 2017).

The Australian Broadcasting Corporation's (ABC) application of Public Value Theory and Estonia's digital governance initiatives both illustrate the dynamic nature of public administration in the context of societal and technological changes (Martin & Lowe, 2014). They serve as models for enhancing societal value and administrative efficiency, yet they also bring to light the complexities inherent in modern governance. These include the challenges of balancing competing interests and safeguarding against new risks associated with technological advancements and data security. These case studies offer valuable insights for policymakers and administrators, demonstrating the potential benefits and challenges of innovative governance approaches in the 21st century (Ernsdorff & Berbec, 2006).

In the context of New Zealand's health sector, the reforms in the early 2000s stand out as an exemplary case of collaborative governance (Rees, 2019; Tenbensen & Ashton, 2020). This

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approach involved a wide array of stakeholders, including government entities, healthcare providers, and community groups, working together to reformulate and implement health policies. The collaborative governance model in New Zealand's health sector aimed to create a more inclusive, efficient, and responsive healthcare system, acknowledging the diverse needs and perspectives of different stakeholders in the health sector (Gauld, 2001; Tenbensel et al., 2008). This case exemplifies how collaborative governance can lead to more effective and equitable policy outcomes in complex policy arenas like healthcare.

According to Gauld (2009), this initiative significantly enhanced stakeholder engagement and service delivery, though it encountered difficulties in managing diverse interests and sustaining consistent collaboration. This case study reflects the complexities and potential of collaborative governance in public sector reforms. The application of Public Choice Theory in the formulation of U.S. tax policies illustrates how self-interest and economic incentives can significantly influence governance. Buchanan and Tullock (1965) observation of the impact of lobbying and political motivations on policy decisions is a prime example of this theory in action. However, this approach also raises concerns about unequal representation and policies that may disproportionately favor more influential groups. Mueller (2003) critiques this aspect, suggesting that while Public Choice Theory explains certain governmental behaviors, it also exposes issues of inequity and the potential for policymaking to be skewed by powerful interests.

Scandinavian countries, known for their robust welfare systems and public institutions, effectively embody the principles of Institutional Theory. Rothstein (2001) notes that these nations demonstrate stable, rule-based governance with strong institutional frameworks, contributing to high levels of public trust and efficient service delivery. However, this stability, as Peters (2019) points out, can sometimes impede flexibility and innovation. The case of Scandinavian countries indicates that while strong institutions are crucial for governance, they must also be adaptable to changing needs and circumstances to remain effective.

In South Korea, the advancement in digital governance, including the development of comprehensive digital government services and digital citizen engagement platforms, showcases the successful implementation of digital governance models. Lee and Kwak (2012) observe that

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these initiatives have significantly enhanced government efficiency and citizen participation. However, this technological progress also brings challenges, notably the digital divide and privacy concerns. As highlighted by Lee and Kwak (2012), these issues underscore the need for continued attention to ensure that digital governance is inclusive and secure.

In Canada, the implementation of feminist and intersectional governance, particularly through gender-based analysis in policymaking, demonstrates a commitment to inclusive policymaking. Cameron and Tedds (2020) study acknowledge the significant progress made in integrating gender perspectives into Canadian policies. However, despite these strides, challenges in achieving true intersectional equity remain, as Hankivsky and Cormier (2019) point out. This case illustrates the complexities of fully realizing intersectional approaches in governance, particularly in addressing the varied and nuanced needs of diverse population segments.

The Paris Agreement on climate change stands as a significant example of global governance efforts, involving international cooperation to tackle environmental challenges. Bodansky (2016) observes the potential of the agreement for collaborative global action. However, challenges related to compliance and reconciling differing national interests are notable, as Rajamani (2016) elaborates. This international initiative underscores the difficulties in achieving consensus and effective action in the global governance arena, where varying priorities and capacities of different countries play a critical role. Singapore's approach to urban development is an example of adaptive governance, characterized by long term planning and policy flexibility. Yuen et al. (2012) highlights the efficiency and sustainability of Singapore's urban development strategies. However, this approach requires continuous adaptation and monitoring, a point emphasized. Singapore's experience demonstrates the importance of adaptability and foresight in governance, especially in rapidly evolving urban contexts.

These case studies collectively underscore the complexity of applying theoretical governance models in practice. They reveal that while such models can significantly enhance administrative and policy outcomes, they often confront challenges related to adaptability, balancing efficiency, and equity, and managing diverse stakeholder interests. These insights are crucial for policymakers

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and practitioners, emphasizing the need for a deep contextual understanding and the ability to adapt governance strategies to meet evolving challenges and needs.

The study of practical applications of governance theories, illustrated by global case studies, highlights the need for an effective governance framework. This arises from the challenges and varied success in applying these theories in real-world scenarios, such as the Principal Agent theory in U.S. governance and New Public Management in the UK. Diverse approaches like Rwanda's post-genocide initiatives, the European Union's network governance, and the adaptive and digital governance models in the Netherlands and Estonia respectively, demonstrate the need for context-specific strategies. Additionally, inclusive models in New Zealand, U.S., and Canada suggest a demand for governance that addresses social dynamics and economic incentives. These examples reveal a gap in current literature, underscoring the necessity for a comprehensive framework that integrates various approaches to meet the complexities of modern governance.

2.3. Comparative Analysis

We juxtapose different constructs, highlighting their respective advantages and shortcomings. This analysis sheds light on their potential synergies and conflicts, offering a nuanced perspective on their practicality and efficacy in various contexts.

In the comparative analysis of governance constructs, a nuanced understanding emerges when examining the intersections and divergences among various theoretical models. The juxtaposition of the Principal Agent Theory against New Public Management (NPM), for instance, brings into focus the balance between bureaucratic accountability and market efficiency. Studies by Moe (2006) and Dunleavy and Hood (1994) explore these dynamics, revealing that while the Principal Agent Theory delves into the complexities of delegation and information asymmetry, NPM shifts the emphasis to operational efficiency and performance metrics. The challenge, as highlighted by Gruening (2001), lies in merging the accountability focus of the former with the efficiency driven approach of the latter without compromising on public sector values.

Similarly, contrasting Good Governance with Network Governance, as examined by Kjaer (2023) and Provan and Kenis (2008), uncovers the tension between democratic principles and cooperative

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problem-solving. Good Governance, with its foundation in transparency and inclusiveness, offers a framework for democratic and accountable administration. In contrast, Network Governance, through its emphasis on multistakeholder collaborations, addresses complex policy challenges. The synthesis of these models, as suggested by Ansell and Gash (2008), could potentially enhance democratic values while fostering effective multifactor collaboration, albeit with the inherent challenge of balancing competing interests.

The relationship between Adaptive Governance and Public Value Theory, analyzed in the works of Chaffin et al. (2014) and Moore (1995), further illustrates the intricacies of governance models. Adaptive Governance, vital in scenarios like environmental management, brings to the table the ability to respond to changing conditions. On the other hand, Public Value Theory urges public managers to extend their focus beyond efficiency to societal impacts. The integration of these approaches, as discussed by Bozeman (2007), could potentially harmonize the responsiveness of adaptive strategies with the societal focus of public value, although aligning these in practice remains a complex endeavor.

Lastly, the intersection of Digital Governance and Feminist and Intersectional Governance opens new avenues for inclusivity in the digital era. Studies by Fountain (2004) on digital governance and Young (2000) on feminist and intersectional approaches highlight the potential of leveraging technology for inclusive governance. However, as noted by Hankivsky (2022), ensuring that digital initiatives cater to diverse societal needs without exacerbating existing inequalities poses a significant challenge.

In essence, this comparative analysis of governance constructs underscores the potential for more holistic governance solutions through the integration of diverse models. Each construct offers unique insights, but their effective amalgamation, as indicated by the academic discourse, requires careful navigation of the inherent challenges and conflicts that arise from differing governance priorities and principles.

2.4. Historical Evolution

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We trace the historical evolution of various constructs, providing context and understanding of how contemporary governance frameworks have been shaped. This historical perspective reveals trends and shifts in governance approaches over time, allowing us to learn from past experiences.

A pivotal transition in governance theory is the move from traditional public administration to New Public Management (NPM). Bouckaert (2004) trace this evolution, highlighting the shift in focus towards efficiency, accountability, and performance management in the public sector. This transition was largely a response to the perceived shortcomings of traditional bureaucratic systems and the growing influence of private sector management practices. However, while NPM introduced several beneficial changes, Dunleavy et al. (2006) and Mulyani and Basrowi (2024) point out its potential drawbacks, notably the risk of undermining the public sector's social values. This critique suggests that the pursuit of efficiency and market driven approaches in public administration must be balanced with the intrinsic social and ethical values of public service.

Additionally, the evolution of governance theory has encompassed a move towards network governance and collaborative approaches. Provan and Kenis (2008) discuss how the increasing complexity of modern policy issues necessitated this shift from hierarchical to more networked and collaborative governance structures. They emphasize the growing importance of partnerships and alliances among various stakeholders, including government, private sector, and civil society, in tackling complex and multifaceted policy issues. This shift acknowledges that effective governance in the contemporary era often requires pooling resources, expertise, and capabilities from a diverse range of actors.

Furthermore, adaptive governance, particularly in environmental and resource management, has undergone significant evolution. Chaffin et al. (2014) explore how this model emerged in response to the limitations of traditional governance methods in addressing the dynamic and complex nature of environmental systems. Adaptive governance is characterized by its flexibility, responsiveness, and capacity to learn and adjust to changing environmental conditions (Mason et al., 2022; Wilder et al., 2020). This approach is increasingly recognized as crucial for effective environmental management, particularly in the context of climate change and ecological uncertainty.

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In synthesis, the historical evolution of governance constructs reveals a trajectory from rigid, bureaucratic systems to more dynamic, efficient, and collaborative models. Each stage in this evolution reflects responses to changing societal needs, technological advancements, and global challenges (Wang, 2022; Xu et al., 2022). While these developments have brought about significant improvements in governance, they also underscore the need for continual adaptation and balance between efficiency, equity, and social values. The lessons drawn from this evolution are invaluable for policymakers and administrators, guiding the design and implementation of effective governance strategies in an increasingly complex and interconnected world (Evans, 2023; Turner et al., 2022).

The increasing significance of technology in governance, particularly digital governance, marks a significant evolution in how governments operate and interact with citizens. Fountain (2004) delves into the transformative impact of information technology on governance, indicating a shift towards more technologically driven government processes and citizen interactions. This transformation, however, is not without its challenges. Kattel and Mergel (2019) identify issues such as the digital divide and data privacy concerns that accompany the integration of digital technologies in governance. These challenges underscore the need for careful consideration in implementing digital governance strategies, ensuring they are inclusive and secure while leveraging the efficiencies and opportunities provided by technology.

Additionally, the historical perspective on governance constructs includes the growing recognition of the importance of diversity and inclusivity. Young (2000) discusses the rise of feminist and intersectional perspectives in governance, emphasizing the need for practices that acknowledge and cater to the diverse needs of all societal segments, particularly those traditionally marginalized. This shift towards more inclusive governance models reflects an understanding that effective governance must not only be efficient and technologically advanced but also equitable and representative of the diverse populace it serves.

So, the evolution of governance constructs over time reflects a continuous adaptation to the changing needs and complexities of society. This evolution highlights the importance of learning from past experiences while remaining open to new ideas and approaches. As governance theories

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and models continue to evolve, they provide valuable guidance for navigating contemporary governance challenges. This ongoing evolution underscores the necessity for governance frameworks to be not only effective but also responsive and sensitive to societal needs, technological advancements, and the diverse makeup of the populations they serve.

2.5. Critical Evaluation

We scrutinize the constructs for gaps, limitations, and potential areas for improvement. This critical analysis ensures a balanced and comprehensive examination of the constructs, identifying areas where further research and development are needed. Section 2.1 shows that the existing literature on government governance is extensive and diverse, it often remains fragmented, theoretically idealistic, and siloed within disciplinary boundaries. There is a need for a comprehensive framework that unites these diverse perspectives, incorporates both contemporary developments and practical considerations, and balances global principles with local contexts. The research question "What constructs are essential to establish a comprehensive framework for enhancing government governance that can function as a robust guide for practitioners?" emerges directly from these gaps and challenges in the current literature. Addressing this question would not only advance theoretical understanding but also offer practical guidance for practitioners in the field. Further it can be explained as follows:

In the realm of New Public Management (NPM), while its introduction of efficiency and a performance-based approach has been celebrated, it also encounters criticism for potentially compromising public sector values. Peters and Pierre (1998) elaborate on the limitations of NPM, particularly its inclination towards market-based solutions, which might overshadow the essence of democratic accountability and the ethos of public service. As a counterpoint, Bryson et al. (2006) argue that future developments in NPM should strive for a harmonious balance between efficiency and public values. They advocate for a more holistic approach that encompasses social equity and public accountability, addressing the one-dimensional focus of traditional NPM models.

Network Governance, known for enhancing collaboration, faces its own set of challenges, especially regarding power dynamics and accountability. Turner et al. (2022) critique this model

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for potentially leading to unequal power relations and unclear accountability lines. To bridge these gaps, Turner et al. (2022) suggest bolstering transparency and democratic accountability within network governance structures. They recommend mechanisms that ensure equitable power distribution and more explicit governance frameworks, aiming to rectify the power imbalances inherent in networked arrangements. Adaptive Governance, crucial for managing complex and dynamic systems, often struggles with practical implementation and resource allocation (Aldunce et al., 2021). Previous studies identify the practical challenges in applying adaptive governance, such as engaging stakeholders effectively and managing resource limitations (Hargrove & Heyman, 2020; Thomann et al., 2020). To improve this model, Aldunce et al. (2021) propose a focus on building institutional capacity and enhancing stakeholder participation, ensuring that adaptive strategies are not only theoretically sound but also practically viable and resource efficient.

The evolution of Digital Governance has introduced novel challenges, particularly concerning the digital divide and data privacy. Yen (2020) underscores the need to address disparities in digital technology access. In response, Tiwari (2022) advocate for the development of inclusive digital governance models that address privacy concerns and guarantee equitable technology access for all citizens. This approach aims to mitigate the digital divide while safeguarding citizen data. In the contemporary era, technology and artificial intelligence are essential in government governance, but many poor and developing countries still rely on outdated technology, leading to corruption, administrative delays, and economic inefficiency (Erkut, 2020). This technological gap necessitates the development of a comprehensive framework to integrate and innovate technology in government practices, enhancing efficiency and aligning with global standards (Chen et al., 2021).

Feminist and Intersectional Governance, aiming to promote inclusivity, encounters gaps in its comprehensive application across various policy domains. Liu (2023) highlights the necessity for broader implementation of these perspectives in governance frameworks. furthers this argument by suggesting that governance models should standardize intersectional analysis, ensuring that policies and practices are inclusive and equitable for all societal segments.

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In conclusion, this critical evaluation underscores the need for a governance framework that adeptly balances efficiency with public values, champions equity and inclusivity, and adapts to both technological advancements and societal shifts. Such a framework would not only address the existing limitations identified in these governance models but also serve as a robust guide for practitioners, aiding them in implementing effective and responsive governance practices.

2. 6. Key Insights and Implications

We summarize the key insights gained from the review and discuss their implications for developing a robust governance framework. This conclusion ties the section back to the overarching research question, highlighting its contribution to the literature review as a whole and paving the way for future research directions.

The comprehensive literature review on government governance constructs leads to several vital observations that significantly influence the development of an effective governance framework. A critical examination of various governance models has identified key gaps in areas like institutional capacity, strategic implementation, transparency, ethical practices, technological adoption, and fiscal management. In the contemporary era, there exists a significant technological gap in government governance, particularly in poor and developing countries. While technology and artificial intelligence are essential components of effective governance, these nations often rely on outdated technology, resulting in issues like corruption, administrative delays, and economic inefficiency. Addressing this technological divide is imperative, underscoring the need for the development of a comprehensive framework that can integrate and innovate technology within government practices. Such a framework aims to enhance efficiency and ensure alignment with global standards.

These findings highlight the necessity for a governance framework that is not only inclusive but also capable of adapting to the dynamic demands of public administration. These observations have substantial implications. For example, the need for structural development and capacity enhancement indicates a move towards more agile and responsive governance structures, which can result in improved public service delivery and a system adept at navigating the complexities

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of a rapidly evolving global landscape. In strategy and execution, the insights suggest the need for governance frameworks that effectively bridge the gap between policy formulation and its practical implementation. This involves honing specific governance skills and methodologies to ensure strategic plans are realized effectively, enhancing the overall impact of governance initiatives.

The identified gaps in actualizing transparency and ethical considerations in governance underscore the importance of building a framework grounded in accountability and integrity. Such a framework can enhance public trust and foster a governance approach rooted in ethical principles. The role of technological integration is also paramount. A governance framework that effectively integrates digital advancements, while addressing issues like the digital divide and data privacy, can utilize technology to boost efficiency and citizen participation, ensuring equitable access to the benefits of digital governance.

Furthermore, the review underscores the significance of integrating advanced analytical tools and sound fiscal management into governance frameworks. This integration is vital for informed decision making and maintaining financial sustainability and accountability. These insights lay a solid foundation for future research in government governance. The development of a comprehensive, adaptable, and integrated governance framework, as indicated by these findings, can significantly enhance the efficacy and adaptability of public administration. Such a framework is crucial for addressing both current and future needs. This leads to the formation of a pertinent research question:

"How can a comprehensive, adaptive, and integrated governance framework be developed to enhance the effectiveness and responsiveness of public administration, addressing the identified gaps in institutional capacity, strategy execution, transparency, ethics, technological integration, and fiscal management?"

3. Research Methodology

To develop the framework on enhancement of government governance, three tasks were undertaken. Firstly, a systematic literature review was conducted, following a four-phase approach based on the Cochrane Handbook and Policies for Systematic Reviews (Cumpston et al., 2022), *Enhancing Governance: A Framework Approach* By Shamsa and Yasmeen

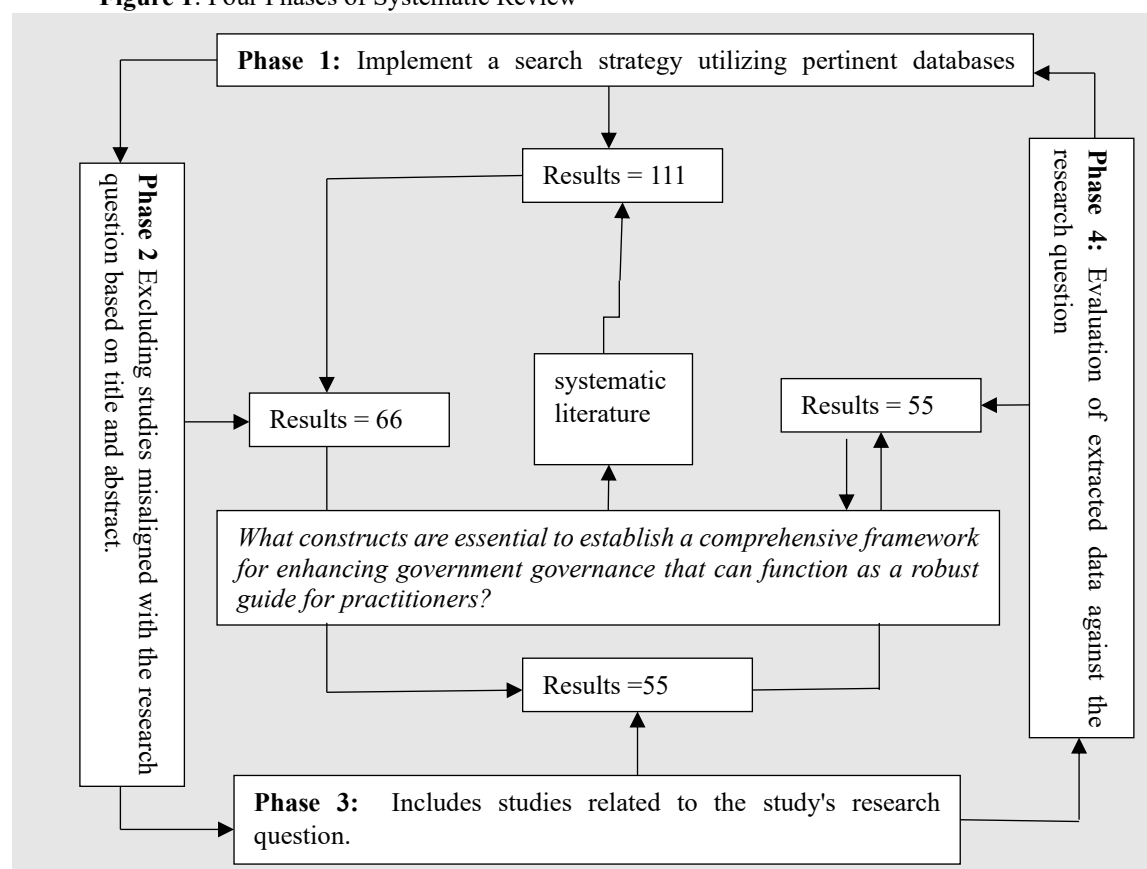
as depicted in Figure 1. Secondly, a thematic analysis in six steps, as outlined by Braun and Clarke (2006), was employed to categorize variables for the development of the framework. To create a coherent framework, one needs to systematically categorize the variables involved. One effective approach for categorization and understanding patterns is thematic analysis. This method involves identifying, analyzing, and reporting patterns (themes) within the data. Due to its structured nature and ability to capture intricacies within large data sets, thematic analysis has gained popularity in various research contexts. When applied correctly, it can provide invaluable insights, making the process of framework development more grounded and comprehensive (Boyatzis, 1998; Castleberry & Nolen, 2018; Clarke et al., 2015). Lastly, the framework was presented to two experts to validate its credibility. Validating a conceptual framework in social sciences, humanities and officials working in ministries which is essential for maintaining research integrity and robustness (Rosenfield, 1992). As the foundation of a study, the framework details key theories and concepts. Expert review introduces diverse perspectives, ensuring a comprehensive and objective approach. These experts also enhance framework clarity, confirm its relevance to contemporary literature, and ensure alignment with research goals. This validation process, therefore, bolsters research quality and adheres to ethical standard (Rosenfield, 1992). Despite its exploratory approach and broad perspective, the study limited its scope to works published between 1991-2023. Drawing from databases like Scopus and Web of Science, with an emphasis on Islamic variables for enhancement of government governance. In this study, we also rely on the World Bank Blog, the World Economic Forum, and United Nations reports for our research. It is crucial to critically evaluate the content of these sources for relevance, credibility, and applicability to our specific inquiry. Because of this, this study uses cross-referencing information from multiple sources to form a well-rounded understanding of the topic. These sources complement academic research and provide real-world perspectives on governance challenges and solutions.

3.1 Systematic Literature Review

The foundation of this research was established through a systematic literature review, guided by the principles laid out in the Cochrane Handbook. This phase was executed in four stages, as depicted in Figure 1, to identify critical constructs pertinent to the enhancement of government. *Enhancing Governance: A Framework Approach* By Shamsa and Yasmeen

governance. The review delved into an array of scholarly works using terms like Public Administration, Policy Analysis, Governance Reform, and similar concepts. Relevant databases like Google Scholar, Web of Science, JSTOR, and university libraries were scoured. From an initial pool of 111 articles, 55 met the inclusion criteria in the third phase, with the fourth phase dedicated to a detailed assessment of these selected studies. The fourth phase assessed the filtered data. Thematic analysis, outlined by (Attride-Stirling, 2001; Haddaway et al., 2018; Somani et al., 2023; Thomas & Harden, 2008) among others, was then utilized to shape the conceptual framework. This analysis included stages such as identifying themes and developing a framework.

Figure 1: Four Phases of Systematic Review



Source: Higgins & Green, 2011

3.2. Thematic Analysis

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In the thematic analysis phase of this research, the process began with an immersive familiarization with the data through extensive reading and re-reading of the literature, crucial for identifying initial coding ideas. This led to the systematic coding of the entire dataset, generating initial codes like 'Govt Structure Streamlining' and 'Transformative Leadership', as detailed in Table 1. Subsequently, these codes were collated to identify potential themes, which were then meticulously reviewed and refined for coherence and distinctiveness, resulting in more refined themes such as 'Institutional Efficiency' and 'Leadership in Governance' as shown in Table 1.

Table 1
Thematic analysis.

Code	Potential Theme	Initial Theme	Reviewed Theme	Reason for Adjustment	Final Theme
Govt Structure	Structural Efficiency	Structural Development	Institutional Efficiency	Focused on broader institutional impact	Institutional Efficiency
Streamlining	Leadership Impact	Transformative Leadership	Leadership and Change	Emphasis on change-oriented leadership	Leadership in Governance
Transformative Leadership	Innovative Policies	Aspirational Initiatives	Government Innovation	Broadened to encompass all innovation efforts	Government Innovation
Aspirational Initiatives	Workforce Development	Capacity Building	Human Resource Development	Expanded to include overall capacity enhancement	Human Resource Development
Capacity Building	Service Efficiency	Public Service Reform	Service Reform and Efficiency	Adjusted to focus on reform outcomes	Public Service Efficiency
Public Service Reform	Organizational Wellbeing	Org Health & Culture	Organizational Culture	Focused on cultural aspects within organizations	Organizational Culture
Org Health & Culture	Skill Enhancement	Governance Skills	Governance Skills Development	Expanded to include various governance related skills	Skill Development in Governance
Governance Skills	Methodical Approaches	Strategic Methods	Strategic Decision Making	Broadened to include decision making frameworks	Strategic Decision Making
Strategic Methods	State Characteristics	Strategic State Traits	Governance Characteristics	Refined to align with governance qualities	State Governance Qualities
Strategic State Traits	Project Execution	Performance Plans	Execution Effectiveness	Merged with execution strategies	Performance Plan Effectiveness
Performance Plans	Execution Strategies	Execution Engine	Execution Efficiency	Focused on efficiency in execution	Execution Efficiency in Governance
Execution Engine	Transparency in Governance	Transparency	Transparency and Accountability	Expanded to include accountability aspects	Transparency and Accountability
Transparency	Ethical Practices	Ethics & Incentives	Ethical Governance	Focused on the role of ethics in governance	Ethical Governance
Ethics & Incentives	Digital Transformation	Tech Integration	Technology Integration in Governance	Refined to emphasize integration aspects	Technology Integration
Tech Integration	Fiscal Analysis	Analytic Framework	Fiscal Analysis and Management	Expanded to include broader fiscal analysis	Fiscal Management Analysis
Analytic Framework	Budget Efficiency	Smart Spending	Efficient Government Spending	Refined to emphasize efficient spending	Government Spending Efficiency
Smart Spending					

Source: Author's own work

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Table 2

Themes and Variables

Theme	Subtheme	Independent Variables	Definition
Theme 1: Institutional Framework and Capacity	Structural Development	Govt Structure Streamlining, Transformative Leadership, Aspirational Initiatives	Focuses on the structural and operational aspects of government institutions, including efficiency in government structure, the impact of leadership, and capacity building within the organizational framework.
	Capability Enhancement	Capacity Building, Public Service Reform, Org Health & Culture	
Theme 2: Governance Strategies and Execution	Strategic Planning	Governance Skills, Strategic Methods, Strategic State Traits	Encompasses strategic planning and execution within government, highlighting the importance of governance skills, strategic methods in policymaking, and the efficacy of performance management systems.
	Performance Management	Performance Plans, Execution Engine	
Theme 3: Transparency and Ethics	Accountability and Integrity	Transparency, Ethics & Incentives	Centers on the integration of transparency and ethical standards in governance, emphasizing accountability, ethical practices, and the promotion of transparency in public services.
Theme 4: Technological Integration and Innovation	Technological Advancement	Tech Integration	Explores the role of technology in government processes, focusing on how technological advancements are integrated and foster innovation in governance.
Theme 5: Analytical and Fiscal Management	Analytical Assessment	Analytic Framework	Addresses the analytical and financial management aspects in government, including the application of analytical frameworks and strategies for efficient fiscal management and budgeting.
	Financial Stewardship	Smart Spending	

Source: Author's own work

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Each theme was thoroughly defined and named, considering their individual narratives and interrelationships, as presented in Table 2. The process culminated in producing this report, integrating the themes into a coherent analytical narrative, enriched with relevant data excerpts.

3.3 Expert Validation

After the thematic analysis, the framework was subjected to expert validation. This step involved presenting the framework to two experts in the field for their insights and feedback. The validation process, as recommended by Rosenfield (1992), is essential for ensuring the framework's credibility and alignment with contemporary research and practical applications. This step also enhances the clarity and robustness of the research findings.

4. Result and Discussion

The study's findings provide significant insights into the factors influencing the enhancement of government governance. Based on the thematic analysis conducted, the framework has been developed and is depicted in Figure 2. The results shown in Figure 2 are organized into five thematic areas: Institutional Framework and Capacity, Governance Strategies and Execution, Transparency and Ethics, Technological Integration, and Innovation, and Analytical and Fiscal Management. Each theme captures a crucial dimension of governance enhancement.

Institutional Framework and Capacity: This theme, encompassing Structural Development and Capability Enhancement, underscores the importance of a streamlined government structure and transformative leadership. The findings suggest that aspirational initiatives, coupled with capacity building and organizational health, play a vital role in strengthening governance structures. This aligns with existing literature that emphasizes the need for robust institutional frameworks for effective governance. The study's findings resonate with several governance theories. Echoing Institutional Theory (Douglass North), they underscore the importance of strong institutions for effective governance (Jupille & Caporaso, 2022). The emphasis on transformative leadership aligns with Transformational Leadership Theory (James MacGregor Burns), while the focus on a dynamic, results-oriented public administration reflects New Public Management principles (Christopher Hood) (Syros, 2023). Furthermore, the study's stress on capacity building and institutional competence parallels Good Governance Theory (UNDP) (Qudrat-I Elahi, 2009), and *Enhancing Governance: A Framework Approach* By Shamsa and Yasmeen

the integration of ethics and accountability correlates with Public Choice Theory, highlighting the impact of individual behaviors in governance (Kim & Park, 2020).

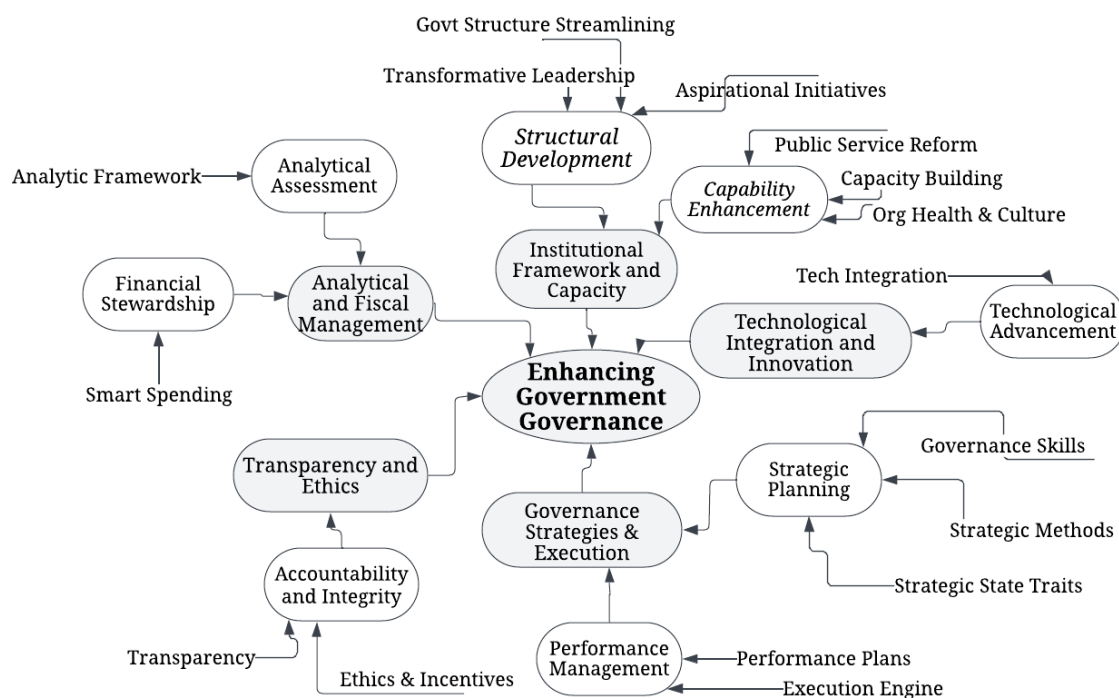


Figure 2: Framework on Enhancing Government Governance

Source: Author

Governance Strategies and Execution: The emphasis on Strategic Planning and Performance Management indicates the necessity of governance skills, strategic methods, and traits that promote strategic state governance. This theme's focus on performance plans and execution engines highlights the transition from traditional governance models towards more strategic and performance-oriented approaches, resonating with recent governance studies. The "Governance Strategies and Execution" theme, emphasizing Strategic Planning and Performance Management, aligns with contemporary shifts in governance theory (Stoker, 1998). The focus on governance skills and strategic methods reflects an evolving perspective that prioritizes strategic state

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governance, a concept echoed in modern governance literature. This theme's spotlight on performance plans and execution engines represents a significant departure from traditional models, moving towards more strategic, performance-driven frameworks. Such a transition is consistent with recent studies in governance that advocate for more agile, outcome-focused approaches, reflecting a broader trend in public administration towards efficiency and accountability.

Transparency and Ethics: The results within this theme, focusing on Accountability and Integrity, reaffirm the pivotal role of transparency and ethics in governance. These findings resonate with the growing global emphasis on ethical governance and the need for transparency and incentives to promote integrity (Cite relevant literature). The results within this theme, centering on Accountability and Integrity, align closely with the principles of the Open Government Model. This model is key in understanding the global shift towards more transparent, ethical governance practices. It emphasizes the critical role of transparency and ethics in governance, mirroring the findings of this study which underscore the necessity for transparency and integrity, along with the implementation of appropriate incentives to uphold these values in governance systems (Lee & Kwak, 2012).

Technological Integration and Innovation: The emphasis on Technological Advancement through tech integration is indicative of the increasing importance of today technology in modern governance. This finding aligns with the digital transformation trends observed in various governance systems worldwide. The findings on the emphasis of Technological Advancement and tech integration in governance are like the principles of the E-Government Development Model. This model serves as a crucial framework for comprehending how technology is fundamentally transforming public administration and governance on a global scale, illustrating the progressive integration of digital solutions in government operations and public service delivery (Beynon-Davies, 2007; Drew & J, 2011).

Analytical and Fiscal Management: This theme encompasses Analytical Assessment and Financial Stewardship, highlighting the growing importance of analytical frameworks and smart spending in governance. This is consistent with contemporary discussions around data-driven decision-

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making and fiscal responsibility in governance. The emphasis on Analytical Assessment and Financial Stewardship in governance aligns with the theory of Evidence-Based Policymaking. This theory advocates for the use of rigorous, data-driven approaches to inform and guide policy decisions. It highlights the importance of empirical evidence in shaping policies that are effective, efficient, and accountable (Bogenschneider & Corbett, 2021).

The results provide a nuanced understanding of the collective contribution of these themes to enhancing government governance. The developed framework presents a comprehensive model that integrates these themes into a coherent structure, bridging gaps identified in prior literature. This framework's innovation is evident in its holistic approach, which merges traditional governance elements with contemporary aspects such as technology and analytics, thereby offering a multidimensional perspective on governance enhancement.

Furthermore, the thematic analysis approach employed in this study enabled a detailed exploration of the complex aspects of government governance. The methodological rigor of this approach ensures that the findings are substantiated by empirical evidence, offering a reliable foundation for the proposed framework.

5. Conclusion

When comparing the existing models presented in Section Two, Segment One, with the frameworks proposed by this study, clear distinctions in focus and utility are revealed. The existing models, encompassing theories such as Principal Agent Theory, Network Governance, and Public Value Theory, provide a rich and detailed understanding of the foundational principles and intricacies of governance. This segment is especially beneficial for academic research and policy development, offering a variety of perspectives to dissect and comprehend the complexities inherent in governance. On the other hand, the frameworks proposed by this study are characterized by their practical and strategic orientation, focusing on implementable themes like institutional framework, strategic planning, and performance management. These proposed frameworks are more aligned with the needs of practitioners and policymakers, presenting tangible strategies and structures that can be promptly applied to enhance operational aspects of governance. The decision to focus on either the existing models or the frameworks proposed by this study should align with the analysis's objectives—whether it seeks to deepen theoretical understanding and contribute to theory development, or it aims at practical application and direct policy implementation.

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6. Implications and Limitations

The findings have significant implications for policymakers and practitioners in government governance. They provide a roadmap for enhancing governance structures, strategies, execution, transparency, technological integration, and fiscal management. However, this study's limitations include a potential bias towards certain governance models and the need for further empirical validation of the framework. Future research could focus on applying this framework in various governance contexts to test its universality and adaptability.

7. Future Research Recommendations

The study has presented significant insights into government governance; however, several gaps remain for further exploration. Future research should focus on expanding institutional frameworks, strategic execution, transparency and ethics, technological integration, analytical and fiscal management, cross-thematic synergies, governance resilience in crisis situations, and **global governance collaboration**. These areas will enhance both theoretical and practical contributions, providing a more holistic governance model.

First, existing studies emphasize institutional frameworks and transformative leadership but do not explore how these frameworks adapt to different political, cultural, and economic contexts. Future research should integrate Institutional Adaptation Theory to examine governance frameworks' evolution in response to contextual challenges. Developing a typology of institutional adaptability across diverse governance systems would further enhance this understanding. **Second**, strategic and performance-oriented governance is emphasized, but there is limited research on how governments measure and sustain strategic agility in dynamic environments. Research should introduce the concept of Strategic Agility in Governance, combining New Public Management and Dynamic Capabilities Theory to develop metrics assessing strategic agility and its impact on governance outcomes.

Third, transparency and ethics are crucial in governance, yet existing studies do not address the ethical implications of emerging technologies such as AI. Research should develop a Governance Ethics of AI Framework, integrating Public Choice Theory and Ethical AI principles to ensure transparency while mitigating risks like bias and privacy violations in AI-driven governance. **Fourth**, while technological integration plays a significant role in governance, the impact of the digital divide on inclusive governance remains underexplored. Future studies should propose a Digital Inclusion Governance Model, combining E-Government Development Theory with Social Equity Theory to bridge the digital gap and ensure equitable access to digital services. **Fifth**, data-driven decision-making is essential for governance; however, research has not explored the role of behavioral insights in improving fiscal management and public spending efficiency. Future research should integrate Behavioral Public Administration with Evidence-Based Policymaking to

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develop a Behavioral Fiscal Management Framework that examines cognitive biases and behavioral nudges in fiscal decision-making.

Sixth, although the study presents a comprehensive framework, it does not explore the synergies and trade-offs between governance dimensions. Research should develop a Synergistic Governance Model using systems thinking and complexity theory to analyze interdependencies, such as the impact of technological integration on transparency or fiscal management on institutional capacity. **Seventh**, there is little discussion on governance resilience in crisis situations, such as pandemics, natural disasters, or political upheavals. Future studies should propose a Crisis Governance Resilience Framework, integrating Institutional Theory and Resilience Theory to analyze how governance systems maintain functionality and adapt during crises. **Eighth**, national governance has been a primary focus, but transnational challenges, such as climate change, migration, and cybersecurity, require global collaboration. Research should develop a Global Collaborative Governance Model, integrating Network Governance Theory and Global Public Goods Theory to enhance international cooperation in addressing cross-border challenges.

Ninth, future research should place a strong emphasis on international governance and the mechanisms of global collaboration, particularly in addressing transnational challenges such as climate change, migration, cybersecurity, and economic interdependence. The increasing complexity of international relations requires innovative governance frameworks that transcend national boundaries, fostering cooperation among states, international organizations, and non-state actors. Research should develop a Global Collaborative Governance Model, incorporating elements from Network Governance Theory, Global Public Goods Theory, and International Relations Theories, to explore how governance structures can be optimized for effective cross-border coordination.

Additionally, examining how international institutions mediate governance challenges and power dynamics between developed and developing nations would provide deeper insights into sustainable governance solutions. The role of diplomatic negotiation, economic alliances, and international regulatory frameworks should be further explored to determine their impact on governance effectiveness. Comparative studies analyzing global governance responses to pressing issues, such as trade policies, human rights enforcement, and pandemic preparedness, could offer valuable recommendations for strengthening international cooperation.

Given the growing importance of global governance, future research, particularly in doctoral dissertations, is recommended to focus on these international dimensions. Investigating governance challenges through the lens of international relations will contribute to the development of policies that enhance cross-border collaboration, ensuring that governance structures remain resilient and adaptive in an interconnected world.

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Declarations:**Ethical Approval**

Not applicable.

Competing interests

The author declare that they have no competing interests of a financial or personal nature that could have influenced the outcome or interpretation of the research.

Authors' contributions

Shamsa, as the first author, led the study's conception, design, and coordination. Yasmeen, as the second author, contributed to the literature search, data collection, and analysis. Both authors approved the final manuscript.

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Data Availability

This article is a review, and as such, it does not contain any new data collected by the authors. All sources of data are duly cited within the manuscript.

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